

Human Resources

DEPARTMENT MISSION

The goal of the Human Resources department is to ensure that employees and managers understand and exercise appropriately their rights and responsibilities, to ensure the County remains compliant in employment law areas, and to inform or advise the County Administrator and Human Resources Committee in areas that may have a legal, financial or ethical liability to the County.

DEPARTMENT GOALS

Desired results	Objectives - specific steps	Link to Strategic Plan	Completion Date
Increase the County's ability to recruit and retain highly qualified employees	1. Conduct job analysis audits, providing realistic job expectations, including the expectation to follow and uphold the County's strategic plan and culture.	Strategy 1.6	Quarter 2, 2019
	2. Conduct periodic wage surveys and market changes to determine if paying positions fairly.	Strategy 1.6 and 2.1	Annual, early summer
	3. Submit an RFP for voluntary benefit packages, providing employees benefit options at an affordable price.	Strategy 1.6	Quarter 1, 2019
	4. Review personnel policies and ordinances to ensure they support the strategic plan and enhance employee satisfaction in a fiscally responsible manner.	Strategy 1.6	Quarter 3, 2020
	5. Develop onboarding and inboarding processes that are continuous and hold supervisors accountable for the process.	Strategy 1.6	Quarter 4, 2019
	6. Provide employees opportunity for growth (see Professional Development goal).	Strategy 1.6	
	7. Evaluate and assess objectives and make changes to improve.	Strategy 1.6	Ongoing

Implementation of the Human Resources module of Munis ERP system	1. Conclude with implementation of the basic functionality of all purchased modules.	Strategy 1.3	Quarter 2, 2019
	2. Build out of all implemented modules and accumulation and analysis of related data.	Strategy 1.3	2020
	3. Design processes and reports that track and measure costs of different types of pay and benefits.	Strategy 1.3	Quarter 4, 2019
	4. Evaluate efficiency and effectiveness of program/service delivery.	Strategy 1.3	Ongoing
Strengthen Public Service Leadership Development	1. Identify the skills and competencies needed to be developed that will support the county's strategic plan.	Strategy 1.6	Quarter 2, 2019
	2. Develop a mix of leadership development initiatives (ie. Formal mentoring, developmental assignments, e-learning, special seminars).	Strategy 1.5 and 1.6	Quarter 3, 2019
	3. Develop a plan with identified employees of achievements and opportunities and provide continuous feedback.	Strategy 1.6	Quarter 4, 2020; ongoing
	4. Evaluate the quality of initiatives and learning experience; implement continuous improvements or adjustments for changing needs.	Strategy 1.6	Ongoing
Strengthen a Safety culture throughout the County, eliminating workplace risk and injuries as well as damage to property	1. Define and develop Safety responsibilities for each level within the County. Gather feedback from employees, develop policies, goals and plans.	Strategy 1.5, 1.6 and 4.2	Quarter 1, 2019

	2. Enforce accountability: create a process that holds everyone accountable for being visibly involved, especially managers and supervisors.	Strategy 1.5, 1.6 and 4.2	Quarter 3, 2019
	3. Provide different options for employees to bring concerns or issues, including a chain of command to make sure supervisors are accountable for being responsive.	Strategy 1.5, 1.6 and 4.2	Quarter 3, 2019
	4. Educate employees on the importance of reporting injuries, first aids and near misses.	Strategy 1.5, 1.6 and 4.2	Ongoing
	5. Rebuild the investigation system, evaluating each incident to get to the root cause. Do not accept, "it was an accident. Could not have been prevented."	Strategy 1.5, 1.6 and 4.2	Quarter 3, 2019
	6. Celebrate success: efforts should be shared with employees to keep everyone motivated and updated throughout the process.	Strategy 1.5, 1.6 and 4.2	Ongoing

PROGRAM EVALUATION

Program/Service Description	Output Measures		
	2017	2018 (Est)	2019 (Est)
Recruitment: Posting of vacant positions	75	79	75
Budget: number of varying scenarios prepared in preparation of annual budget	8	10	4
Workers Compensation: number of reportable workers compensation claims	34	38	34
Professional Development: Number of Leadership/Employment Law training opportunities provided	16	12	20
Retention: number of employees who terminate in first 19 months of employment	24	24	20
Employee Relations: Number of complaints resulting in formal grievances	1	0	0

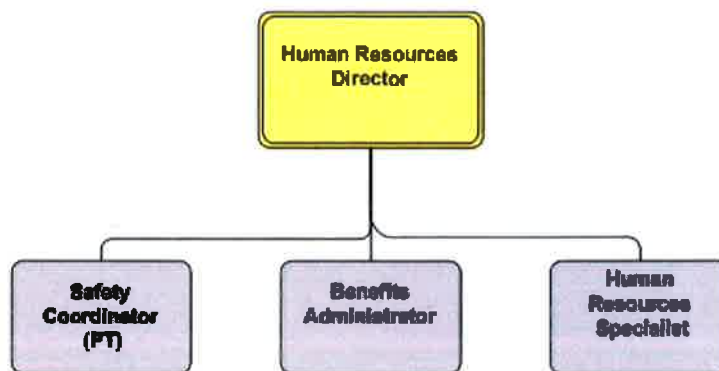
Employment Law: Number of FMLA requests processed	137	130	130
Benefits: Number of COBRA notifications processed	69	62	60

FACTORS INFLUENCING PROGRAM/SERVICE DELIVERY AND ACCOMPLISHMENTS

Achievement of goals for the 2017 and 2018 fiscal years are as follows:

- Health Insurance:** In 2017, the County was notified by the Department of Employee Trust Fund (ETF) of changes that ETF would be making to the health insurance plans offered to local government, including regionalization, self-funding and elimination of the low deductible plan (the County's current plan). We initiated discussions with local municipalities and Dodge County and began working together on developing a contingency plan if the State plan was no longer a viable option. The result of this was the idea of forming a consortium. Educational meetings with employees occurred early on and an Employee focus group was brought together to get input as well. Although ETF did not make the changes as originally thought, the local governmental entities continue to meet and discuss proactive strategies for the near future. Quotes were received, analysis done, and a recommendation made that would save the County money, provide an equal benefit for employees and allow for a cost of living increase.
- Classification and Compensation Study.** Human Resources prepared an RFP for a classification and compensation study. The recommended vendor was approved by County Board in December, 2017, and Human Resources began working with the Austin Peters Group immediately, providing current classification listing and policies and distributing questionnaires to all classified employees. A final recommendation was provided mid-2018 for consideration into the 2019 budget.
- Supervisory Training Program.** Contracted with WCTC to provide four sessions of an 8-hour *Coaching for Accountability* training for all supervisors and managers. Included was the opportunity for other staff that had an interest in a leadership position to attend this training.

DEPARTMENT ORGANIZATIONAL CHART



Human Resources

Financial Summary

	2017 Actual	2018 Estimate	2018 Amended Budget	2019 Budget	Change from 2018 Amended Budget	
					\$	%
Revenues						
Intergovernmental Revenues	43,904	44,873	44,873	45,460	587	1.31%
Public Charges	21	40	40	160	120	300.00%
Total Revenues	43,925	44,913	44,913	45,620	707	1.57%
Expenditures						
Personnel Expenses	381,715	396,474	396,474	402,034	5,560	1.40%
Purchased Services	67,184	124,750	111,123	50,755	(60,368)	-54.33%
Operating Costs	21,203	62,844	48,955	43,791	(5,164)	-10.55%
Interdept. Charges	11,426	9,439	9,439	9,923	484	5.13%
Other Expenses	1,026	1,182	1,182	1,813	631	53.38%
Capital Items	-	-	-	-	-	-
Total Expenditures	482,554	594,689	567,173	508,316	(58,857)	-10.38%
Property Taxes	426,153	462,260	462,260	462,696	436	0.09%
Addition to (Use of) Fund Balance	(12,476)	(87,516)	(60,000)	-		

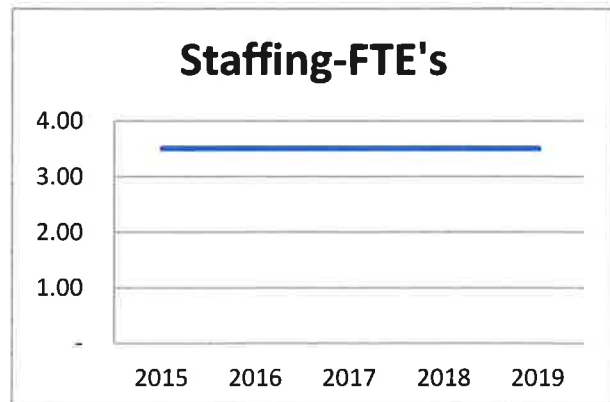
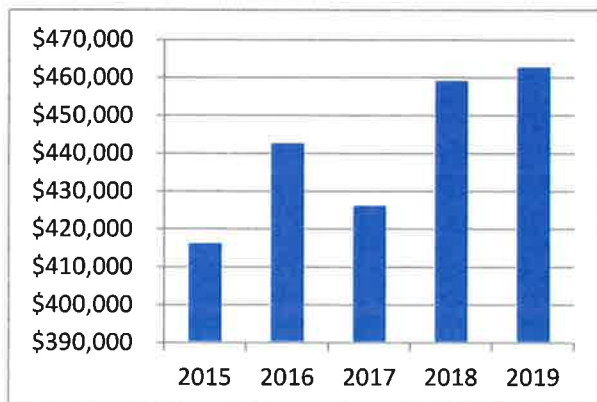
Summary Highlights:

The 2019 budget allocates \$462,696 in tax levy, which is a \$436 increase in levy from the 2018 amended budget. A wage survey funded by budget carryover was performed in 2018, which is the reason for the decrease in the Purchased Services category.

Summary of Capital Items:

None

Summary of Property Tax Levy and FTEs



Human Resources-2019 BUDGET

Account Number	Project	Description	2017 Actual	2018 6-Month Actual	2018 Estimated	2018 Amended	2019 Admin	2019 Adopted
12301 -Human Resources								
REVENUES								
411100		General Property Taxes	379,572	203,679	407,357	407,357	408,987	408,987
451002		Private Party Photocopy	13	75	20	20	-	-
451034		Badge Replacement Fee	8	20	20	20	40	40
451200		Records & Reports	-	-	-	-	120	120
REVENUES TOTAL			379,593	203,773	407,397	407,397	409,147	409,147
EXPENDITURES								
511110		Salary-Permanent Regular	140,014	77,530	168,153	168,153	174,648	174,648
511210		Wages-Regular	42,815	22,814	49,869	49,869	53,561	53,561
511240		Wages-Temporary	111	-	-	-	-	-
511310		Wages-Sick Leave	3,893	1,531	-	-	-	-
511320		Wages-Vacation Pay	10,935	3,080	-	-	-	-
511330		Wages-Longevity Pay	264	-	279	279	309	309
511340		Wages-Holiday Pay	8,129	2,838	-	-	-	-
511350		Wages-Miscellaneous(Comp)	3,281	754	-	-	-	-
511380		Wages-Bereavement	171	-	-	-	-	-
SALARIES TOTAL			209,612	108,546	218,301	218,301	228,518	228,518
512141		Social Security	15,401	7,850	16,430	16,430	17,482	17,482
512142		Retirement (Employer)	14,234	7,273	14,626	14,626	14,968	14,968
512144		Health Insurance	53,897	27,615	55,245	55,245	44,847	44,847
512145		Life Insurance	43	22	43	43	46	46
512150		FSA Contribution	750	750	750	750	6,000	6,000
512173		Dental Insurance	3,246	1,619	3,240	3,240	3,240	3,240
FRINGE TOTAL			87,570	45,130	90,334	90,334	86,583	86,583
TOTAL SALARIES AND FRINGES			297,182	153,675	308,635	308,635	315,101	315,101
521218		Arbitrator	800	-	800	800	400	400
521219		Other Professional Serv	28,694	87,540	89,630	76,003	18,240	18,240
521225		Section 125	25,643	10,600	22,642	22,642	14,240	14,240
521226		Ergonomics	-	-	-	-	500	500
521227		Position Classifications	6,750	6,000	6,000	6,000	1,250	1,250
521228		Labor Negotiations	118	-	-	-	15,000	15,000
521229		Recruitment Related	544	857	1,000	1,000	1,125	1,125
521296		Computer Support	4,636	4,679	4,678	4,678	-	-
531243		Furniture & Furnishings	-	-	1,140	1,140	-	-
531298		United Parcel Service	41	6	6	-	-	-
531303		Computer Equipmt & Software	393	826	5,500	5,500	4,450	4,450
531311		Postage & Box Rent	256	153	275	275	300	300
531312		Office Supplies	450	49	970	970	970	970
531313		Printing & Duplicating	1,196	225	950	950	600	600
531323		Subscriptions-Tax & Law	1,487	1,441	1,600	1,600	1,600	1,600
531324		Membership Dues	409	384	640	640	640	640
531326		Advertising	89	1,900	11,400	-	200	200
531357		Employee Recognition	5,938	2,520	6,655	6,655	6,655	6,655
532325		Registration	659	1,580	2,339	2,339	2,269	2,269
532332		Mileage	338	136	708	708	524	524
532334		Commercial Travel	443	450	400	400	400	400
532335		Meals	269	157	519	519	414	414
532336		Lodging	1,970	1,716	2,630	2,630	2,548	2,548
532339		Other Travel & Tolls	65	70	165	165	330	330
532350		Training Materials	5,829	5,148	14,100	14,100	11,495	11,495
533225		Telephone & Fax	48	24	50	50	-	-
535242		Maintain Machinery & Equip	-	85	97	-	-	-
571004		IP Telephony Allocation	282	163	326	326	283	283
571005		Duplicating Allocation	205	137	273	273	254	254
571009		MIS PC Group Allocation	6,431	2,495	4,989	4,989	5,681	5,681
571010		MIS Systems Grp Alloc(ISIS)	2,846	1,242	2,485	2,485	2,259	2,259
591519		Other Insurance	830	462	925	925	1,419	1,419
592006		WRS Interest	(46)	-	-	-	-	-
OPERATING EXPENDITURES			97,611	131,043	183,891	158,762	94,046	94,046
EXPENDITURES TOTAL			394,793	284,718	492,526	467,397	409,147	409,147
REVENUES			379,593	203,773	407,397	407,397	409,147	409,147
EXPENDITURES			394,793	284,718	492,526	467,397	409,147	409,147
TOTAL BUSINESS UNIT-12301 -Human Resources			15,200	80,945	85,129	60,000	-	-

Human Resources-2019 BUDGET

Account Number	Project	Description	2017 Actual	2018 6-Month Actual	2018 Estimated	2018 Amended	2019 Admin	2019 Adopted
12302 -Safety								
REVENUES								
411100		General Property Taxes	46,581	27,452	54,903	54,903	53,709	53,709
474106		Intergovt Shared Services	43,904	14,257	44,873	44,873	45,460	45,460
REVENUES TOTAL			90,485	41,709	99,776	99,776	99,169	99,169
EXPENDITURES								
511110		Salary-Permanent Regular	47,386	24,977	57,915	60,302	60,291	60,291
511310		Wages-Sick Leave	4,949	1,313	-	-	-	-
511320		Wages-Vacation Pay	2,414	3,452	-	-	-	-
511340		Wages-Holiday Pay	2,247	914	-	-	-	-
511350		Wages-Miscellaneous(Comp)	446	336	-	-	-	-
511380		Wages-Bereavement	673	587	-	-	-	-
SALARIES TOTAL			58,114	31,580	57,915	60,302	60,291	60,291
512141		Social Security	4,291	2,378	4,613	4,613	4,612	4,612
512142		Retirement (Employer)	3,948	1,906	4,040	4,040	3,949	3,949
512144		Health Insurance	16,798	6,199	17,502	17,502	14,949	14,949
512145		Life Insurance	52	17	52	52	52	52
512150		FSA Contribution	250	250	250	250	2,000	2,000
512173		Dental Insurance	1,080	495	1,080	1,080	1,080	1,080
FRINGE TOTAL			26,419	11,244	27,537	27,537	26,642	26,642
TOTAL SALARIES AND FRINGES			84,533	42,825	85,452	87,839	86,933	86,933
531303		Computer Equipmt & Software	-	2,638	2,638	300	-	-
531312		Office Supplies	20	9	9	-	50	50
531313		Printing & Duplicating	62	41	41	20	20	20
531320		Safety Supplies	119	20	34	30	100	100
531322		Subscriptions	558	3,757	3,758	3,758	3,758	3,758
531324		Membership Dues	285	240	315	300	300	300
532325		Registration	230	872	1,270	1,270	625	625
532332		Mileage	50	-	95	95	115	115
532335		Meals	-	44	60	60	100	100
532336		Lodging	-	60	164	164	328	328
532350		Training Materials	-	2,735	4,317	4,317	5,000	5,000
571004		IP Telephony Allocation	94	54	109	109	94	94
571005		Duplicating Allocation	23	6	11	11	28	28
571009		MIS PC Group Allocation	1,072	416	832	832	947	947
571010		MIS Systems Grp Alloc(ISIS)	474	207	414	414	377	377
591519		Other Insurance	242	128	257	257	394	394
OPERATING EXPENDITURES			3,228	11,227	14,324	11,937	12,236	12,236
EXPENDITURES TOTAL			87,761	54,052	99,776	99,776	99,169	99,169
REVENUES			90,485	41,709	99,776	99,776	99,169	99,169
EXPENDITURES			87,761	54,052	99,776	99,776	99,169	99,169
TOTAL BUSINESS UNIT-12302 -Safety			(2,723)	12,343	-	-	-	-
REVENUES			470,078	245,482	507,173	507,173	508,316	508,316
EXPENDITURES			482,554	338,769	592,302	567,173	508,316	508,316
TOTAL Human Resources DEPARTMENT			12,476	93,287	85,129	60,000	-	-